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27 February 1984

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM:




Federal Women's Program Manager, EEO

SUBJECT:

"The Professional Woman's Course"

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1. I wish to thank you for agreeing to meet with and speak to the women attending the "Professional Women's Course," on Wednesday evening, 14 March  We appreciate your taking the time from your busy schedule to join us for what we hope will be a relaxed and informative event for all of us. Attached is a review of the course background and a few points concerning the major topics which the course covers.

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2. We would like for you to consider giving us your views on what leadership qualities you would suggest a junior manager develop in order to progress in the Agency managerial ranks, and/or any other related topics you wish to discuss with the group.

3. When it is available, we will provide you with a roster of attendees, as well as a schedule for the evening. If you have any questions, I will be happy to brief both you and Diane at your convenience.



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Attachment:

As stated

DDA/EEO,  (27 Feb 84)

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The Professional Woman's Course

BACKGROUND:

Early in 1981 the OEEO, the Federal Women's Program Manager, and the OTE developed a program especially tailored to address the unique problems which women face in competing within an almost exclusively male dominated professional environment. (In 1981 there were 11 women in the Senior Intelligence Service, a situation which still exists.) The "Professional Woman's Course" was a step towards a career development program to overcome the societal biases which have discriminated against women especially at the executive level.

The course is a "women only" course on management concepts and strategies that, for a variety of reasons, men inherently know and women do not. It was felt that women would feel freer about speaking out among other women and hoped that mutual support networks would develop, especially if women in the higher grades attended. While there was no intention of discriminating against men by developing a management training program for women, it has been noted that women tend to accommodate men in our society to the point that females act differently when men are present, acquiescing, accepting male judgments without analysis, unconsciously seeking approval, etc. Thus a management course for "women only" is a different experience than one with both men and women, even when the subject matter and the methodology are the same. A totally female environment allows quieter students an opportunity to assert their views and permits everyone to "let their hair down" and speak freely and openly on any subject. It was surprising to find so many women currently in management positions who had not had any management training.

COURSE CONTENT:

the course instructor, points out that young girls are instilled with different values from young boys, and these values eventually make a difference in women's work performance. Many of the lectures in this course simply explain these differences. For example, she points out that women, as a group, tend to personalize actions taken against them more than men do; women tend to need approval more than men do; and women are not as willing as men to take risks. She further argues that if a woman wishes to go into middle or top management of her profession, she must realize that these differences exist, and she must do the things men do to get ahead. (This is not an anti-male course.)

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There are sessions on barriers we create, risktaking, bartering, facing rejection, network building, team building and mentoring. Also an interesting session on "Dealing with Fear, Failure and Frustration." Women in the course are taught that most of us fail not from doing something wrong, but from not doing anything for fear of

being wrong. [] labels fear an occupational hazzard of being a leader, and failure a tool one must have in order to learn from the experience, learn to deal with consequences and learn about yourself and your reactions to events. She teaches that all line managers take risks, barter, broker, and fail; though they may not use this terminology. Men assume that everybody knows these things, and most men have no idea that women don't know about these operating techniques.

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